



July 26, 2019

Chrischanda Smith, Contracting Officer
U.S. General Services Administration
301 7th Street, SW
Washington, DC 20407-0001

RE: 1800 F Collocation, Auditorium and Childcare Center Project (Contract No. 47PM1119C0006) Ref: Performance, Progress and Manpower Issues – CURE Notice

Dear Contracting Officer Smith,

CAC-MOTIR Joint Venture (CAC-MOTIR) appreciates the opportunity to respond to the above referenced Notice to Cure regarding the 1800 F Street Childcare Center, Auditorium, Fitness Center/Locker Rooms and Collocation 2nd Floor/All Floors. CAC-MOTIR has taken action to mitigate the risks to meeting critical completion dates and enable expedited performance to increase production that aligns with the time sensitive activities and critical deadlines to complete this modernization project. Specifically, our addition of construction manpower and managerial, administrative and executive support is allowing us to execute a recovery plan that ensures optimal work production capacity and continue project progress in all areas to completion. This integrated Notice to Cure response addresses the manpower, scheduling, financial information and concerns captured in the Notice to Cure, Letter of Concern and various emails, calls and meetings.

The strategic solution to ensure that this 1800 F Street Project is back on track is to provide executive, administration and construction management support to ensure the uninterrupted continuation of work. CAC-MOTIR has adjusted its organization structure to as shown in Appendix A to incorporate the construction management and operations support and corporate business support for the end-to-end daily needs of the project, work with GSA staff and construction staff to monitor progress and adherence to the Critical Path Method (CPM) schedule. The reduction in manpower on any day has been a result of subcontractors scaling down as assigned tasks progressed or the redirection of staff in other areas to support the Childcare Center merited, both circumstances merited a decision to increase the manpower of existing subcontractors or the addition for new subcontractors to ensure that the other priorities of the project, Auditorium, Fitness Center/Locker Rooms and Collocation area, continued. Our improved oversight, communication and management structure will anticipate or identify, address and cure these and other issues before they become problematic or disrupt progress on the CPM schedule. Existing subcontractors as well as new manpower will operate under this operational structure to ensure that workers are working and that the materials, supplies, access and manpower is provided to expedite performance to achieve completion by the dates presented below and in Appendix C:

- Childcare Center – August 11, 2019
- Auditorium – September 9, 2019
- Fitness Center (Gym) – August 23, 2019
- Locker Rooms – August 30, 2019
- Collocation 2nd Floor/All Floors – Pending assessment completed on or before July 31, 2019.



As shown in Appendix B, CAC-MOTIR has subcontracted Plenary Enterprises to provide the additional expertise in the various trades needed to increase manpower that advances work in the Auditorium, Fitness Center/Locker Room (Gym) and Collocation areas. Mr. William Reddick, Mr. Barrington Jackson and Mr. Anthony Enyinna offer a construction management, project management and subcontractor capability to energize, activate and propagate every aspect of this contract swiftly and seamlessly across trades and provide labor. As shown in the organizational chart below, integrating this support will enable a more efficient and effective process that results in work in each of the four project areas. We now have the capacity for morning, evening and weekend work as necessary along with the supervisory and oversight personnel to support the effort.

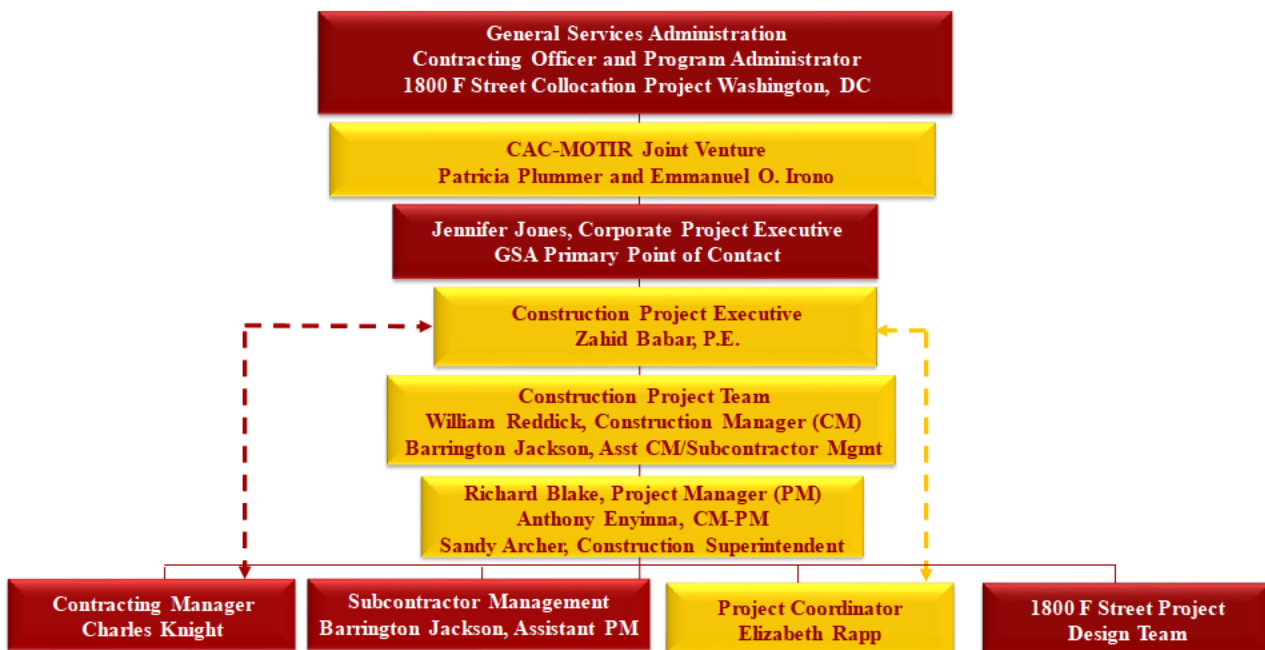


Figure 1. CAC-MOTIR 1800 F Street Project Operational Leadership Chart

Notice to Cure. The following summaries further address the performance, progress and manpower concerns highlighted in the Notice to Cure supported by our approach to recovery, mitigation of risks and presentation of the current financial status of the project:

- **Recovery Plan:** A thorough reassessment of the 1800 F Street Project included assessing the current project status, materials and supplies and engagement with project staff. CAC-MOTIR is confident in its ability to achieve the project deadlines show in the matrix below and detailed in Appendix C to ensure the occupancy of space for this 1800 F Street project. In order to not delay the submission of this response, our CPM Schedule will be submitted separately this afternoon. While activities like daily updates, communication with GSA and GSA Contracting, oversight of all project work and workers, and reporting is significant, the



most critical aspect of our success is the very direct, daily engagement of our team with David Marshall, Project Manager, AFG Group. We stand ready and able to perform and deliver results within the documented deadlines in this response.

CAC-MOTIR GSA 1800 F Street Collocation Project Schedule Summary			
No.	Project Area	Completion Dates (Final Inspection)	Critical Project Dates/Items
1.	Childcare Center	August 11, 2019	Fire Safety Testing 8/2 Temporary Certificate of Occupancy 8/5 Cabling Contractor 8/19 1 st DC Licensing Inspection 8/12 Final DC Licensing Inspection 8/26 Center Opening 8/27
2.	Auditorium Center	September 9, 2019	Historical Preservation Lift and Chairs Delivery Total Work Days – 31 Days
3.	Fitness Center (Gym) and Locker Rooms	Gym – August 23, 2019 Lockers – August 30, 2019	Fitness Center Locker Installation 8/1 Fitness Center Re-opening
4.	Collocation 2 nd Floor	Pending Assessment Assessment – July 31, 2019	1 st Move 8/22 (Pending Assessment)

- Cashflow and Subcontractor Plan:** CAC-MOTIR successfully addressed the critical subcontractor issues and is continuing to address other payables to honor its fiscal obligations to those subcontractors. Subcontractors are still providing outstanding required subcontract documents in order to fully execute and return signed subcontracting agreements. As detailed in Appendix D, all project subcontractors and vendors who have submitted invoices have been paid. Our newly integrated management team has been working since the beginning of this week to review documents, financial records and processes to ensure a very tight process for invoicing, submitting pay applications and ensuring compensation for all employees, subcontractors and vendors. The order of prioritization for addressing subcontractor payments and administrative/management support is to ensure that all subcontractors return to work and to prevent future disruption to our workflow.

As shown in the financials, to ensure the successful preliminary and start-up mobilization of this contract, MOTIR leveraged its full financial strength to support this CAC-MOTIR JV including significant infusions of cash. In past experiences, MOTIR has had some front loaded payments on its construction contracts to provide the support necessary to have a strong



start to completion. Considering that this was an 8(a), Women Owned Small Business opportunity and understanding that the government process for beginning payments on any contract can be delayed, CAC-MOTIR requested 10 day pay and anticipated some front loaded payments. As a result, when the first payment was made it was necessary to use those funds to ensure a seamless continuation of cashflow. We appreciate all of the efforts of GSA to expedite support of our invoicing and payment processing and understand that there is no need to request a modification to the contract to ensure that this need for 10 day pay is included in the contract. CAC-MOTIR must continue its expedited mode, support the pace of availability for evening, weekends and early morning work and has added subcontractors and laborers necessary to meet critical deadlines.

- Mitigation Plan:** CAC-MOTIR Principals have appointed Dr. Jennifer B. Jones to support communication and engagement with all project stakeholders and resources necessary to ensure the success of this project. This combined with the construction management resource will ensure the sharing of information between GSA and CAC-MOTIR and provide the manpower needed for this contract. This support is intended to strengthen the effectiveness of the Project Manager, Construction Superintendent, Subcontractors (existing and additional) and CAC MOTIR business leadership and executives. The mission of this integrated effort is to ensure that both the construction production and business processes flow seamlessly. Additionally, the daily onsite presence of this support will enable CAC-MOTIR to anticipate potential threats to productivity and performance. By seamlessly course correcting or adjusting for disruptions in work processes such as subcontractor underperformance or non-performance, this additional support will also ensure our complete fiduciary responsibility to the fiscal and administrative needs of this contract for timely invoicing, ordering, tracking and delivery of supplies, subcontractor payments, payroll and other financial responsibilities of the contract. The following high level comments provide summary perspectives on our path forward.

Design Build Contractor Services 1800 F Street Collocation Project Washington DC			
No.	CAC-MOTIR Action	Description	Compliance
1.	Action Strategy	Adding subcontractors, extending work hours and providing a Corporate Executive to manage process flow.	✓
2.	Subcontractors	Retain existing subcontractors and add additional manpower/subcontractors to ensure work on all areas concurrently.	✓
3.	Communication	Provide an on-site professional project manager and communications strategist to ensure communication between the GSA, CAC-MOTIR corporate office and field including the Project Executive, Project Manager, Subcontractors and all stakeholders critical to the day-to-day and week-to-week success of this project.	✓



4.	Manpower	Add additional manpower and oversight of existing project work on a daily and weekly basis to communicate progress to GSA.	✓
5.	Performance	Ensure continuous engagement and feedback from GSA on project success as well as daily updates from the Project Executive, Project Manager and Corporate Executive.	✓
6.	Cash Flow	Communicate all concerns and needs to GSA through the Corporate Executive and Principals of CAC-MOTIR.	✓
7.	Risk Management	Daily updates, weekly internal meetings, weekly meetings with GSA and implementation of a daily, internally-driven project inspection.	✓

CAC-MOTIR is confident that our subcontracting community that includes existing subcontractors and additional manpower will meet the published milestones to allow permanent occupancy of the spaces. Our overarching strategy is to provide achievable action that focuses concurrently on completing the Childcare Center, adding manpower to aggressively continue work on the Auditorium and Fitness Center/Locker Rooms, and begin work on the Collocation Areas. We appreciate having building access on communicated evening and weekends. This will significantly improve performance and support schedule management, internal communication between the corporate office and field, continuous communication with GSA and more engagement with GSA staff and contracts. Collectively they will enable us to achieve these aggressive outcomes.

CAC MOTIR intends to demonstrate a significantly improved level of performance to successfully execute and exceed the requirements of this contract. We welcome the opportunity to meet to discuss this response. Please do not hesitate to call or email me directly if you have questions or need any additional information from our team at 202.371.9393 or (b) (6) [@motirservices.com](mailto:(b) (6)@motirservices.com).

Sincerely,

(b) (6)

Emmanuel O. Irono,
Partner

Appendix A: CAC-MOTIR 1800 F Project Organizational Charts

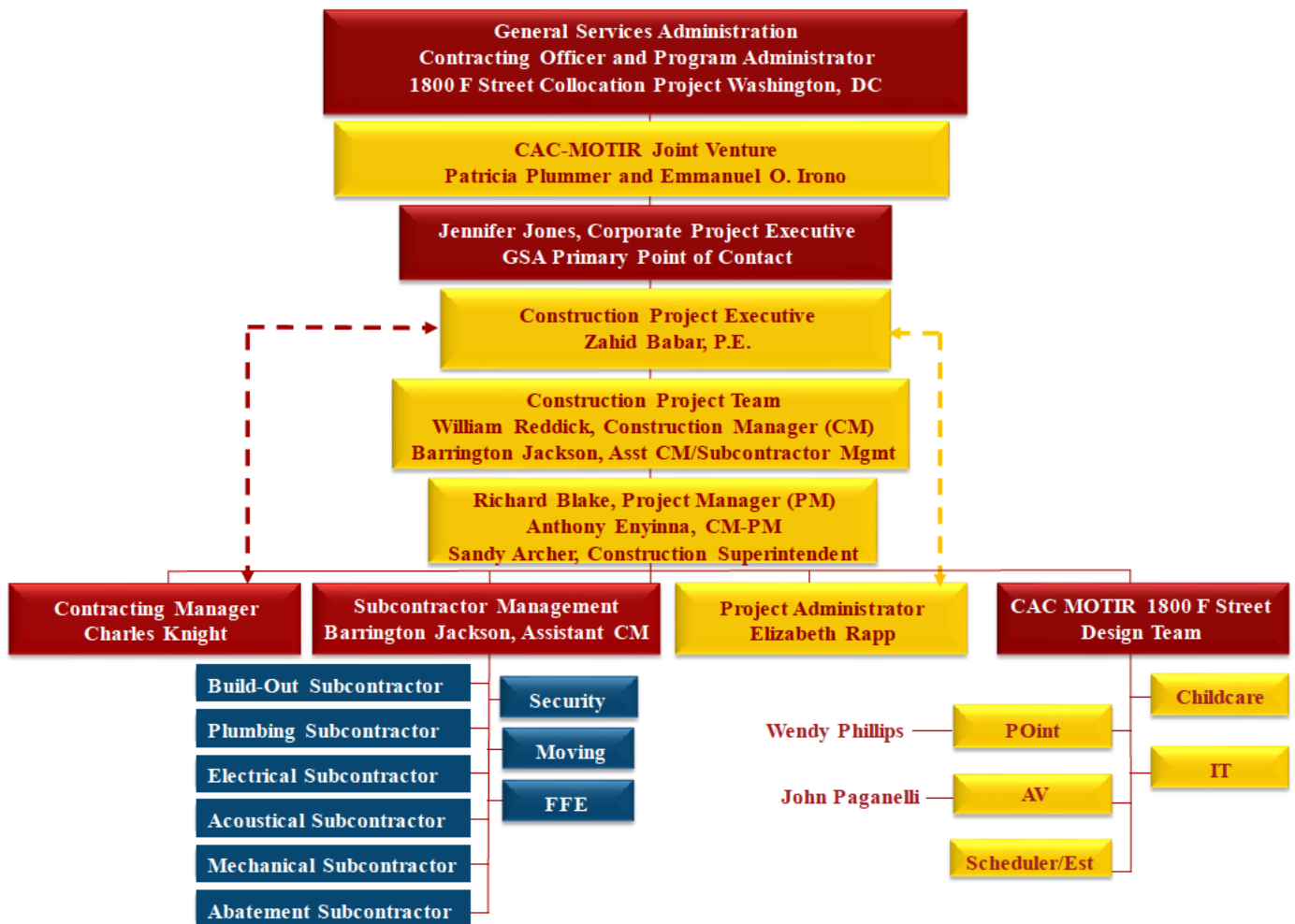


Figure 1. CAC-MOTIR 1800 F Street Project Organizational Chart

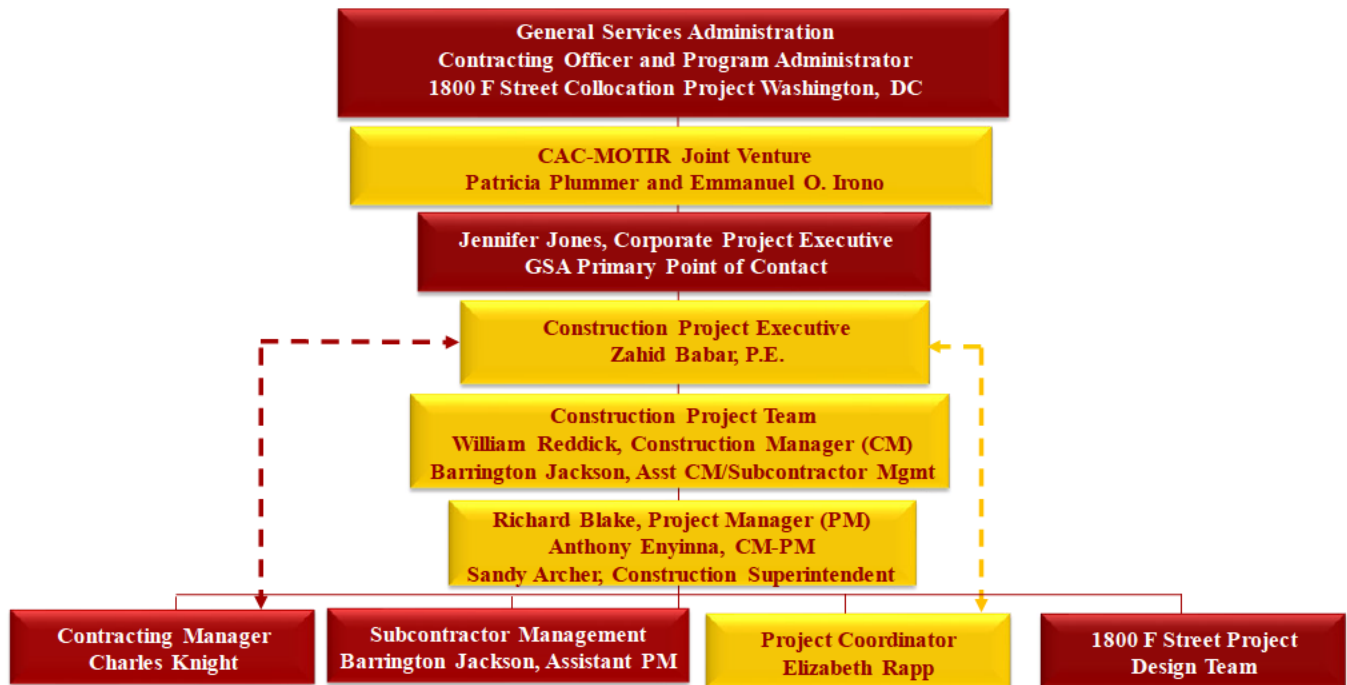


Figure 2. CAC-MOTIR 1800 F Street Executive Leadership and Management Structure

Appendix B: CAC-MOTIR Subcontractor Letter of Support



July 27, 2019

Chrischanda Smith, Contracting Officer
U.S. General Services Administration (GSA)
301 7th Street, SW
Washington, DC 20407-0001

Re: Construction Management, Subcontractor Management, and Manpower Support for the 1800 F Collocation, Auditorium and Childcare Center Project (Contract No. 47PM1119C0006)

Dear Ms. Smith,

PLENARY Enterprises, LLC (Plenary) provides this letter on behalf of CAC-MOTIR Joint Venture (CAC-MOTIR) to confirm our support for the completion of the above referenced General Services Administration (GSA) construction project. Plenary has spent the last week onsite at 1800 F Street, NW meeting key personnel, reviewing construction documents and participating in walk throughs assessing the status, needs and work required to meet mission critical deadlines for the Childcare Center, Auditorium and Gym/Locker Rooms currently underway. Additionally, we have assessed the upper level areas to determine the level of effort to immediately begin the Collocation 2nd Floor/All Floors demolition in preparation for the reconfiguration efforts. We affirm our commitment to ensure that this construction project has the scheduling, manpower, coordination, organization, management and oversight to complete each task necessary to move this project forward to completion.

Plenary has worked intimately with CAC-MOTIR to provide a project schedule based on our assessment, understanding of scope of work, existing subcontractor project plans, critical deadlines, current state of the Childcare Center, Auditorium, Gym and Locker Rooms and readiness (materials and supplies, status of orders, proposed change orders) to perform work. We will be onsite this weekend to deliver a full Critical Path Schedule (CPM) and finalize all manpower mobilization necessary to increase production with existing subcontractors in the Childcare Center, Auditorium, Gym and Locker Rooms and add manpower and subcontractors to expedite construction in those areas and Collocation areas starting with the 2nd Floor.

We are pleased to lend our expertise in design build construction, construction management solutions, manpower and resources to support this effort and look forward to working with CAC-MOTIR in the coming days, weeks and months to provide GSA completed improvements to the above reference space.

Please feel free to contact us directly if you have questions or need any additional information at (b) (6) [@plenaryenterprises.com](mailto:(b) (6)@plenaryenterprises.com) or (b) (6).

Sincerely,

(b) (6)

William H. Reddick
President

CC: Emmanuel Irono, Motir
Patricia Plummer, CAC
Jennifer Jones, Motir
Barrington Jackson, Plenary

EXCELLENCE IN CONSTRUCTION SERVICES

1613 Rhode Island Ave, NE ♦ 2nd Floor ♦ Washington, DC 20018 ♦ Phone: 202.540.2494 ♦ Fax: 202.403.2340 ♦ www.plenaryenterprises.com

**Appendix C: CAC-MOTIR 1800 F Collocation, Auditorium and
Childcare Center Project Schedule**

CAC-MOTIR GSA PROJECT SCHEDULE
1800 F Collocation, Auditorium and Childcare Center Project

CAC-MOTIR GSA 1800 F Street Collocation Project Schedule Summary			
No.	Project Area	Completion Dates (Final Inspection)	Critical Project Dates/Items
1.	Childcare Center	August 11, 2019	Fire Safety Testing 8/2 Temporary Certificate of Occupancy 8/5 Cabling Contractor 8/19 1 st DC Licensing Inspection 8/12 Final DC Licensing Inspection 8/26 Center Opening 8/27
2.	Auditorium Center	September 9, 2019	Historical Preservation Lift and Chairs Delivery Total Work Days – 31 Days
3.	Fitness Center (Gym) and Locker Rooms	Gym – August 23, 2019 Lockers – August 30, 2019	Fitness Center Locker Installation 8/1 Fitness Center Re-opening
4.	Collocation 2nd Floor	Pending Assessment Assessment – July 31, 2019	1 st Move 8/22 (Pending Assessment)

DESCRIPTION

START

FINISH

CREW

CHILDCARE CENTER

1. Painting	In Process	7/31	4
2. Flooring	In Process	7/30	4
3. Electrical	In Process	8/5	6
4. Plumbing	In Process	8/5	2
5. Carpentry	7/29	8/7	1
6. Counter tops	Awaiting GSA approval		1
7. Appliances	8/5	8/6	2
8. Initial Inspection		8/7	
9. Punch & Close out	8/8	8/9	
10. Final Inspection		8/11	

AUDITORIUM

1. Painting	7/29	8/9	6
2. Flooring	8/19	8/23	4
3. Carpentry	8/11	8/16	1

4. Lift	8/11	8/13	Furnished and installed
5. Seating	8/26	8/30	Furnished and installed
6. Electrical	8/12	8/30	3
7. Initial Inspection	9/3		
8. Punch & Close out	9/4	9/6	
9. Final Inspection		9/9	
Total Work Days		31	

FITNESS CENTER – LOCKER ROOMS

1. Drywall	7/22	8/2	3
2. Flooring	7/29	8/6	8
3. Painting	8/7	8/16	6
4. Plumbing	8/7	8/16	2
5. Partitions	8/19	8/23	4
6. FF &E	8/19	8/23	4
7. Initial Inspection	8/26		
8. Punch & Close out	8/27	8/28	
9. Final Inspect		8/30	

FITNESS CENTER – GYM WORKOUT ROOM

1. Painting	7/29	8/6	4
2. Flooring	8/7	8/16	4 (Pending flooring delivery)
3. Electrical	8/15	8/19	2
4. Initial Inspection	8/17		
5. Punch & Close out	8/18	8/19	
6. Final Inspection		8/23	

CO-LOCATION

1. Assessment	7/29	7/31
2. Phase beginning Demo Reconfiguration	8/1	
3. Initial Inspection	Pending Assessment	
4. Punch & Closeout		
5. Final Inspection		

Appendix D: CAC-MOTIR Current Financial Status

CAC -Motir JV LLC
Current financial Status
26-Jul-19

Payment Received from GSA

Payment on Pay App #1 - Received on 06/12/2016	\$	682,896.00
Payment on Pay app. # 2 - Recived on 07/26/2019	\$	310,989.20
Total payment received to date	\$	993,885.20

Notes: Payments have taken 30 days to receive despite CAC-MOTIR request for quick payment.

Payments made to subcontractors

No.	Subcontractor	Payments	Check Number
1	Phillips O'Donnell Interiors, LLC	\$ 99,614.52	1097, 1077
2	Appliance Land Etc.	\$ 3,433.24	MOTIR Credit Card
3	Lowes	\$ 32,260.00	1081
4	Precision Doors & Hardware	\$ 26,699.94	1082
5	DaTile	\$ 39,237.11	1078
6	Quality Flooring 4 Less	\$ 3,847.49	MOTIR Account Wire
7	Clint's Cabinets	\$ 14,850.00	1085
8	Carnegie Fabric, LLC	\$ 1,988.56	1096
9	Pinnacle, LLC	\$ 170,265.00	1101
10	Capital Builders & Associates	\$ 201,470.00	1083, 1095
11	Precise Glass, Inc.	\$ 18,806.00	1090
12	Dafore, Inc.	\$ 17,677.62	1084
13	Verco Management Company, Inc.	\$ 169,322.76	1098
14	Tyson Project Management	\$ 45,963.72	1100
15	Lopez Design	\$ 11,569.50	1099
16	DC Government - Permit	\$ 742.50	MOTIR Credit Card
	TOTALS	\$857,747.96	

Payments due to subcontractors

16	CFR Engineering	\$ 147,250.00	
17	Premier Lifts	\$ 11,120.00	
18	KSI Professional LLC	\$ 5,246.00	
19	Wyndhorse	\$ 1,430.24	
20	Uline	\$ 2,650.15	
21	Miller, Beam & Paganelli	\$ 47,610.00	
22	KI	\$ 84,000.00	On MOTIR credit
	Total	\$ 299,306.39	

Additional Contract Expenses:

	Expenses	Amount
1	CAC-MOTIR Payroll	\$ 125,994.85

2	Capital Air Care Corp. Draw	\$ 25,000.00
3	Bond	\$ 44,467.00
4	General Liability Insurance	\$ 12,620.10
5	Worker's Comp Insurance	\$ 4,944.00
6	Laptops	\$ 1,870.00
7	Quickbooks/Accounting Software	\$ 1,410.00
8	Apartment Rent	\$ 15,580.38
9	Utility (Cellphones, etc.)	\$ 8,400.00
10	Furniture	\$ 16,440.00
11	Project Manager (Start-Up)	\$ 17,170.00
12	Business Development	\$ 19,500.00
13	Proposal Writers	\$ 15,612.50
14	Office Cleaners	\$ 285.00
15	Employee Reimbursement	\$ 2,265.89
16	Parking and Tansportation	\$ 5,447.31
17	Bank Charges	\$ 185.00
18	Site Signage	\$ 3,332.00
19	Check Printing	\$ 231.00
20	Office Supplies	\$ 4,550.00
21	JV Registration	\$ 469.00
22	Estimators	\$ 14,388.52
	TOTALS	\$ 340,162.55

Total payments and payables	\$1,497,216.90
Total received From GSA	\$993,885.20
Addition cash needed	\$503,331.70

*According to Mr. Blake, the estimate vs subcontractor is (\$1.5M). We are at 40% buy-out.